

COMMONWEALTH OF MASSACHUSETTS
DEPARTMENT OF PUBLIC UTILITIES

Investigation by the Department of Public Utilities on its
Own Motion into the Preparation and Response of the
Massachusetts Electric Distribution Companies to the
December 12, 2008 Winter Storm

D.P.U. 09-01-A

AFFIDAVIT OF GLENN FOSSA

Glenn Fossa does hereby depose and say as follows:

1. I, Glenn Fossa, on behalf of the Massachusetts Attorney General's Office, certify that the testimony listed below, which bears my name was prepared by me or under my supervision and is true and accurate to the best of my knowledge and belief:

- i. Direct of Testimony of Glenn Fossa.

Signed under the pains and penalties of perjury this 25th day of March, 2009


Glenn Fossa

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TESTIMONY OF GLENN FOSSA

Q: Please state your names and business address for the record.

A: Glenn Fossa. My business address is Fitchburg City Hall, 718 Main Street, Fitchburg, Massachusetts.

Q: What are your positions with the City of Fitchburg?

A: I am a sergeant in the City of Fitchburg Police Department and a Police Supervisor since 1989. Since October 2001 I have worked as the police assistant to the Emergency Management Director, Michael Spano.

Q: Please describe your educational background and work experience.

A: I have a Master of Science Degree in Criminal Justice (Anna Maria College, Paxton Massachusetts) and a Bachelor of Science Degree, University of Massachusetts/Boston. I have taken several school and college continuing education courses beyond my degrees including courses at Babson College, Penn State University, Harvard Medical School Continuing Education Division, University of Delaware,

University of Michigan, Institute for Governmental Research - Bureau of Justice Assistance, Federal Bureau of Investigation, International Association of Chiefs of Police. I have also participated in ongoing in-service training by the Municipal Police Training Council (Commonwealth of Massachusetts). I have 25 year progressive managerial experience in a medium sized local law enforcement agency. I have "Train the Trainer" level expertise in terrorism and response to large emergencies, and ICS 400 for managers of Incident Command (Department of Homeland Security Guidelines) I was named to the position of emergency management in October of 2001 by then acting

Q: Have you presented testimony before the Massachusetts Department Of Public Utilities (the "Department")?

A: No. I have not.

Q: When did you first get involved in the ice storm?

A: On the morning of the storm, I immediately reported to the Fitchburg Fire Department (EOC) instead of reporting to my office at Fitchburg Police Headquarters. I spent several sixteen hour days 8AM-12 midnight, and several 12 hour shifts working at the EOC.

Q: Were you involved with the Emergency Operations Center? If so, in what way?

A: Yes. I had daily, hourly and minute by minute contact with the personnel working at the EOC. I coordinated my work with about 25 of the directors of this operation including reporting necessary plans to the Operations Commander, the Chief of Police. I also advised the Mayor of the City about matters of police resources.

Q: Did you have contact with Unitil?

A: Yes, I did. My principle contacts were George Gantz, and Cindy Carroll. I believe they did/communicated as much as they knew or were authorized to do. Our requests for information from Unitil were frustrating because the information

which we needed to direct the recovery was often slow in coming, inaccurate or non-existent. The problems we had with Unitil were complicated by its call center which was overrun by Unitil's customers. The EOC received many of the calls that, in my judgment, should have been handled by Unitil personnel.

Q: Did Unitil provide you with adequate support? Explain, please.

A: No, not really. This was a serious emergency. Many people had medical needs for power. The City had three shelters for our residents with a peak total population of 450. We needed Unitil to restore electric service to the entire city. We needed Unitil to give accurate projections of a realistic time-frame for restoring power because of our own planning needs. Our purpose was public safety and saving lives. We needed Unitil to accomplish our purposes. We needed to work together to recover from the storm. Unitil needed to coordinate its response with ours to protect the public safety .

We managed the recovery efforts from the EOC where work was coordinated. The EOC commanders directed public safety efforts in priorities based on need. DPW had to clear the streets, remove downed trees and wires. Roads had to be passable to protect public safety. Wires, hanging from trees and poles and lying on the ground had to be dealt with before DPW crews could clean streets of debris. Public safety officials needed information from Unitil about the wires. Were they live or not? Was it safe to remove them or not? But from my experience at the EOC , Unitil was only present sporadically and inconsistently. Cindy Carrol and George Gantz were present at times but not until day 12 (approximately) did we get consistent, regular representation in the EOC from Unitil. When we had Unitil personnel there, they helped but it was often ineffective because of the limitations of their company and a lack of coordination and communication with their own company and between the main office and the EOC.

On numerous occasion we appealed to them to have a representative in the EOC at all times, or at least during the peak times of this crisis. Unitil's response was lackluster.

The EOC received many calls from Unitil customers asking about their power. In my judgment these calls should have been handled by Unitil personnel. Here is one example of the kind of help we got from Unitil. One time, when there was a senior representative in the room, V.P. George Gantz, he was asked to field a call for Unitil. He took the call, completed it, and then handed me a business card with the 800 number for Unitil. The idea was to direct these calls to the 800 number. He left right after the call. Directing customers to the Unitil "call center" was useless because the Unitil lines were inundated with calls from customers who got little or no real response. Whatever Unitil's system for fielding calls from worried customers, it wasn't working. The customers' experience , trying to reach Unitil, caused the flood of Unitil complaints into the EOC. Fielding these calls took time from the work of opening roads and getting people to shelters.

Unitil did not have accurate information for City officials at the EOC which hindered EOC operations. The company made projections that power would be restored soon but their projections were inaccurate. The city officials tried to help Unitil to help by

mapping reported outages for the company to assist their response. Either the company didn't really know the extent of the work it had to do or they didn't accurately report it to city emergency planners/operations personnel. Either way, it seriously hampered out efforts to protect public safety.

Q: What is your experience with Unitil's preparation for the ice storm?

A: Unitil did not participate in our local emergency planning committee meetings. These meetings, attended by municipal and private agencies, plan and prepare for emergency situations in order to manage them better when they occur. Its meetings which City officials did have with Unitil, the company had agreed that during this kind of disaster, it would provide the city with someone to help handling emergency situations involving the power company. They failed to honor this commitment in any reasonable manner.

Q: Do you believe that Unitil was forthcoming with you and the City?

A: We had serious problems with what Unitil personnel told us. The information Unitil provided to us was either very deceptive - about the number of people they had working in the field and its assessment of the damage, **or**, they didn't know how much damage there was and the mutual aid they expected didn't show up, **or**, they didn't really have help coming. Further, counting on its previous commitments we hoped to have someone from Unitil with us in the EOC to assist with the emergency but this took a week to accomplish. These problems and the company's inability to answer their phones or get information to the general public caused an extreme burden on the City of Fitchburg, the EOC, emergency workers and citizens.

Dated this 24 day of March 2009



Glenn Fossa